

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 16 March 1994, immediately following
the Closed Session, in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, Chairman, Dr. Tannis Arbuckle-Maag, Dr. Michael Brian, Mr. Philip Dalton, Ms. Marianne Donaldson, Mr. John N. Economides, Me André Gervais, Mr. Leo Goldfarb, Ms. Lana Grimes, Prof. Gerald Gross, Dr. Henry Habib, Mr. Peter Howlett, Dr. Patrick Kenniff, Rector and Vice-Chancellor, Mr. Ron Laughlin, Mr. Ron Lawless, Sister Eileen McIlwaine, Ph.D., Vice-Chairwoman, Mr. Donald W. McNaughton, Mr. Eric Molson, Chancellor, Ms. Susan O'Connell, Dr. M.O.M. Osman, Dr. Peter Pitsiladis, Mr. Jean-François Plamondon, Ms. Miriam Roland, Mr. James H. Smith, Mr. Stanley Yee

Officers of the University: Dr. Charles Bertrand, Dr. Maurice Cohen, Me Bérengère Gaudet, Dr. Rose Sheinin

Guest: Ms. Michelle Soso

Absent: Mr. Brian Aune, Mr. Alex Carpini, Mr. Dominic D'Alessandro, Dr. Leonard Ellen, Mr. Paul Ivanier, Mr. Frank Knowles, Me George Lengvari, Mr. Rick Renaud, Mr. Humberto Santos, Mr. Ramy Sedra, Mr. Brian Steck, Mr. W.W. Stinson, Mr. Claude I. Taylor, Vice-Chairman, Me Manon Vennat, Ms. Susan Woods

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-94-3-D18 Concordia University Provisional Operating Budget for 1994-95
BG-94-3-D19 Proposed amendments to the recommendations of the Taylor/Habib Task Force
BG-94-3-D20 Rules and Procedures for Advisory Search Committees

1. Call to Order

The Open Session was called to order at 8:26 a.m.

1.1 Chairman's remarks

The Chairman declared that he had found the Joint meeting of the Board and Senate, held on Friday, 18 February 1994, very encouraging. Several presentations and comments were heard on the topic "Strategic planning at Concordia", and both the spirit and the outcome of the meeting were gratifying, Mr. Groome said. The meeting, chaired jointly by himself and Dr. Kenniff, was well attended.

Mr. Groome drew attention to a letter from Board member Gerald Gross which had been circulated, and asked Prof. Gross to comment on it. Prof. Gross explained that the Theatre Department was preparing to send a cast of actors to perform Anne of Green Gables in

Hong Kong; plans, he said, were quite advanced and fundraising efforts, underway. Mr. Groome applauded this initiative.

Ms. Michelle Soso, Vice-President (Services) of the Concordia Student Union (previously CUSA), was introduced to the Board. Ms. Soso made a lively and candid appeal to Governors to contribute to the cost of sending a busload of fans to Halifax, to support the men's basketball team in the national championship games. Accommodation costs would be covered by the students themselves. The Rector advised her that the administration would provide the required financial assistance.

Upon motion duly moved and seconded (Osman, Yee), it was unanimously RESOLVED:

- R94-21 WHEREAS the Board of Governors recognizes that students' participation and achievement are the foundation of a healthy university community, fostering a sense of pride and enhancing the positive image of Concordia;

BE IT RESOLVED

THAT the Board of Governors affirm the importance of supporting and encouraging student initiatives and projects.

1.2 Approval of the Agenda

A revised Agenda had been distributed, to which creation of two Advisory Search Committees was added: an Advisory Search Committee for a Dean of the Faculty of Commerce and Administration and an Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science. The revised Agenda was approved as submitted.

1.3 Approval of the Minutes

Upon motion duly moved and seconded (Habib, Donaldson), it was unanimously RESOLVED:

- R94-22 THAT the Minutes of the Open Session of the previous meeting, held on 16 February 1994, be approved.

2. Business arising from the Minutes

2.1 Election of three student members and a faculty member to Standing Committees

Mr. Plamondon noted the absence of graduate students among the new members. Mr. Groome responded, saying that the present membership of Standing Committees includes representation from the graduate students, and that all such appointments would expire in June. All Governors were encouraged to inform him of their preferences regarding Committee membership; Mr. Groome said he would try to accommodate them when composing membership lists for the 1994-95 academic year.

Upon motion duly moved and seconded (Yee, Dalton), it was CARRIED with one opposed (Gervais) and one abstention (Plamondon):

R94-23 THAT the following persons be elected members of the following Standing Committees of the Board:

Mr. Ramy Sedra as student representative on the Collective Bargaining Committee;
 Ms. Lana Grimes as student representative on the Real Estate Planning Committee;
 Mr. Philip Dalton as student representative on the Senior Salaries Committee; and
 Dr. Tannis Arbuckle-Maag as faculty representative on the Senior Salaries Committee.

2.2 Election of the membership of the Personnel Committee

Upon motion duly moved and seconded (Yee, McNaughton), it was unanimously RESOLVED:

R94-24 THAT the membership of the Personnel Committee be elected as follows:

Mr. Peter Howlett as Chair
 Ms. Marianne Donaldson as Vice-Chair
 Dr. Tannis Arbuckle-Maag
 Mr. Alex Carpini
 Me André Gervais
 Mr. Leo Goldfarb
 Dr. Henry Habib
 Mr. Ron Laughlin
 Mr. Stanley Yee;

Dr. Charles Bertrand, ex-officio
 Dr. Maurice Cohen, ex-officio
 Dr. Patrick Kenniff, ex-officio
 Mr. Reginald Groome, ex-officio
 Dr. Rose Sheinin, ex-officio; and

THAT, at her request, Dr. Arbuckle-Maag be removed from the membership of the Communications Committee.

3. Tabling of Concordia's Provisional Operating Budget for 1994-95

Mr. Smith, having chaired the recent meeting of the Budget Committee in place of Chairman Brian Aune, made some explanatory comments about the provisional operating budget. He explained that it was customary for the Board to table the provisional operating budget early in the spring, and forward it to Senate for consideration and approval; upon Senate's recommendation, the Board generally adopts the budget at its May meeting.

Mr. Smith referred to Schedule 1, "Evolution of Revenues, Expenditures and the Accumulated Debt", which illustrates the University's current financial situation. He drew attention to several features:

- (i) In 1991-92 Concordia had arrested its chronic deficit position;
- (ii) The 1993-94 fiscal year was expected to close with a small surplus of \$927,000;

(iii) Since 1985-86 revenues and expenditures had been increasing at a fairly steady rate; this trend is ending due mainly to reduced revenues from provincial government grants. New enrolment-based funding criteria would not benefit Concordia in 1994-95, because our 1993 enrolment did not exceed the previous year's. This situation necessitated restraining expenditures;

(iv) The restraint programme calls for \$3.68 million savings in 1994-95 in order to maintain fiscal responsibility.

The provisional operating budget sets a new direction, Mr. Smith said, which Dr. Cohen was promoting energetically in consultations throughout the University. An average 8% annual growth in expenditures in the last nine years was being replaced, in 1994-95, with spending cuts. He noted that, in consequence of that reversal, Schedule 2, "Revised financial framework 1994-99", projects steadily increasing revenues over the next five years.

The Budget Committee, Mr. Smith reported, was heartened to realize that there exists a will within Concordia to face the budgetary constraints with a positive, determined and optimistic attitude, in spite of the hardship entailed. It was important, he added, that the Board appreciate the gravity of the situation and the collective effort which is being consolidated in all sectors of the University.

Dr. Cohen reminded the Board that while the provincial government had cut operating grants, it had also limited tuition fee increases. Since Concordia was not receiving any compensation through the enrolment-based grant scheme, we were obliged to attempt to compensate, for a shortfall of approximately \$1 million in revenues, by wage concessions. Dr. Cohen informed the Board that negotiations with CUFA were expected to result, very soon, in an agreement to trade salary increases for other benefits; he anticipated that similar agreements would be concluded with the University's other bargaining units. Throughout the academic sector, efforts were concentrated on actively searching out ways to improve efficiency and effectiveness, Dr. Cohen said, adding that organizational review of administrative units was to begin shortly.

A Governor requested explanation of the entry under "Bill 102 and Interest" in Schedule 3, "Required Savings". Dr. Cohen explained that the first component, Bill 102, had obliged universities to reduce net outlay for wages by 1%, and the second reflected diminishing interest charges due to progressive reduction of the accumulated debt. Regarding savings stemming from delayed replacement, Dr. Cohen said that the University is attempting to recover expenditures on early retirement by delaying replacement long enough to offset its cost. This allocation being made individually by the Deans, no academic impact was expected.

Upon motion duly moved and seconded (Smith, Laughlin), it was unanimously RESOLVED:

R94-25 THAT, on the recommendation of the Budget Committee, the Provisional Operating Budget for 1994-1995, as set out in Document BG-94-3-D18, be tabled and referred to Senate.

4. Approval of minor amendments to the Report and Recommendations of the Task Force to revise the recommendations of the Ad hoc Committee on the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees

Mr. Groome explained that the University's Legal Counsel, Me Bram Freedman, was asked to develop a set of procedures from the recommendations of the Taylor/Habib Task Force, which the Board approved at its February meeting. In so doing, Me Freedman had identified two minor points which required correction.

Upon motion duly moved and seconded (Habib, McNaughton), it was unanimously RESOLVED:

- R94-26 THAT the proposed amendments, outlined in Document BG-94-3-D19, to the Recommendations of the Taylor-Habib Task Force which were approved by the Board at its meeting of 16 February 1994, be adopted to form part of the rules and procedures for Advisory Search Committees.

5. Approval of the Rules and Procedures for Advisory Search Committees

Upon motion duly moved and seconded (Habib, McNaughton), it was unanimously RESOLVED:

- R94-27 THAT the Board of Governors approve the Rules and Procedures for Advisory Search Committees, outlined in Document BG-94-3-D20, to replace and supersede any and all other rules and procedures for the selection of senior administrators adopted previous to 16 March 1994, and to govern all Advisory Search Committees established from the present time forward.

6. Establishment of an Advisory Search Committee for the position of Rector

Upon motion duly moved and seconded (McIlwaine, Osman), it was unanimously RESOLVED:

- R94-28 WHEREAS Dr. Patrick Kenniff was appointed to a five-year term of office as Rector and Vice-Chancellor of Concordia University beginning on 1 June 1984, and was subsequently re-appointed for a second five-year term, to end on 31 May 1994; and

WHEREAS on 16 June 1993, the Board of Governors resolved to extend Dr. Kenniff's term of office by one year;

BE IT RESOLVED

THAT, in accordance with the Rules and Procedures for Advisory Search Committees approved by the Board on 16 March 1994, an Advisory Search Committee for the position of Rector be established, with the following composition:

- 1 Chair
- 2 Board members representing the community-at-large or the alumni, recommended by the Executive Committee

- 4 Faculty members, one representing each Faculty, elected by the Faculties
- 1 Representative of the senior management, recommended by the Executive Committee
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations
- 1 Member of the administrative and support staff, nominated in conformity with the Electoral College policy;

11

THAT the Secretary of the Board of Governors, or any person who may be designated by the Chairman of the Board, act as Secretary of the Committee;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the constituency of the committee member who has resigned.

Following adoption of this resolution, Dr. Kenniff announced that he did not intend to seek a third mandate. While this decision in no way diminished his affection and concern for the University, the Rector said it was in keeping with a personal decision taken in 1984, at the outset of his career at Concordia. He expressed thanks to those who had shown trust and confidence in his leadership over the years, and added that he would be available to the Chairman of the Board and other duly mandated Board representatives to discuss plans to ensure a smooth transition to a new administration.

He noted that the four major goals identified in 1984 had been achieved: to build public awareness and appreciation of Concordia; to secure fair government funding relative to other Québec universities; to expand physical facilities; and to improve Concordia's ability to raise capital funds. Recent years had been difficult ones for the University, Dr. Kenniff said, but affirmed his confidence that Concordia has tremendous potential for the future.

7. Establishment of an Advisory Search Committee for the position of Dean of the Faculty of Commerce and Administration

Upon motion duly moved and seconded (Pitsiladis, Smith), it was unanimously RESOLVED:

R94-29 WHEREAS, on 22 January 1992, the Board of Governors appointed Dr. Christopher A. Ross to the position of Dean of the Faculty of Commerce and Administration, for a term of office ending on 31 January 1995; and
WHEREAS the newly-adopted rules require establishment of an advisory search committee before conclusion of a term of office, in every instance;

BE IT RESOLVED

THAT in accordance with the Rules and Procedures for Advisory Search Committees approved by the Board on 16 March 1994, an Advisory Search

Committee for the position of Dean of the Faculty of Commerce and Administration be established, with the following composition:

- 1 Chair
- 2 Board members, of whom one shall be from the community-at-large or the alumni and the other shall be a faculty member from a Faculty other than Commerce and Administration, recommended by the Executive Committee
- 4 Faculty members, elected by the faculty at large of the Faculty of Commerce and Administration
- 1 Representative of the senior management, recommended by the Executive Committee
- 2 Students (one graduate and one undergraduate) from the Faculty of Commerce and Administration, nominated by their respective student associations
- 1 Member of the administrative and support staff from the Faculty of Commerce and Administration, nominated in conformity with the Electoral College policy;

11

THAT the Assistant to the Vice-Rector, Academic, or any person who may be designated by the Chairman of the Board of Governors, act as Secretary of the Committee;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chairman or Chairwoman of the Committee and with the constituency of the committee member who has resigned.

8. Establishment of an Advisory Search Committee for the position of Dean of the Faculty of Engineering and Computer Science

Upon motion duly moved and seconded (Osman, Yee), it was unanimously RESOLVED:

R94-30 WHEREAS, on 16 June 1993, the Board of Governors appointed Dr. Donat J. Taddeo to the position of Dean of the Faculty of Engineering and Computer Science, for a term of office ending on 31 May 1995; and

WHEREAS the newly-adopted rules require establishment of an advisory search committee before conclusion of a term of office, in every instance;

BE IT RESOLVED

THAT in accordance with the Rules and Procedures for Advisory Search Committees approved by the Board on 16 March 1994, an Advisory Search Committee for the position of Dean of the Faculty of Engineering and Computer Science be established with the following composition:

- 1 Chair
- 2 Board members, of whom one shall be from the community-at-large or the alumni and the other shall be a faculty member from a Faculty other than Engineering and Computer Science, recommended by the Executive Committee
- 4 Faculty members, elected by the faculty at large of the Faculty of Engineering and Computer Science
- 1 Representative of the senior management, recommended by the Executive Committee
- 2 Students (one graduate and one undergraduate) from the Faculty of Engineering and Computer Science, nominated by their respective student associations
- 1 Member of the administrative and support staff from the Faculty of Engineering and Computer Science, nominated in conformity with the Electoral College policy;

11

THAT the Assistant to the Vice-Rector, Academic, or any person who may be designated by the Chairman of the Board of Governors, act as Secretary of the Committee;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chairman or Chairwoman of the Committee and with the constituency of the committee member who has resigned.

9. Status Report on the 1993-94 Annual Giving Campaign

In the absence of campaign Chairman Humberto Santos, Mr. Laughlin was asked to comment on the Annual Phonathon which was presently underway. Mr. Laughlin reported that \$77,000 had been pledged to date and organizers were optimistic that the goal of \$100,000 would be realized.

Dr. Kenniff added his commendations to Mr. Santos, his staff and phonathon volunteers for their enthusiastic and effective organization and management of the event. Appreciation for the use of Bell Canada's facilities was expressed.

For details pertaining to other aspects of the Annual Giving Campaign, Governors were directed to read the Volunteer Newsletter.

10. Reports of the Standing Committees

10.1 Budget Committee

In the absence of Committee Chairman Brian Aune, past-Chairman Mr. Smith reported on the business of the 15 March 1994 meeting of the Budget Committee. The major part of the business having been concluded with approval of the provisional operating budget for

1994-95, Mr. Smith said there was little to report. He noted that consideration of the capital budget had been postponed until May, on request of the Vice-Rector, Services.

10.2 Benefits and Pension Committees

The Chairman of the Benefits and Pension Committees, Mr. Lawless, reported that both Committees met on 9 March 1994.

The Benefits Committee continued examination of proposed changes to the employee benefits package, but reached no conclusion.

The Pension Committee reviewed the quarterly performance reports, at 31 December 1993, of Pension Fund managers Gryphon Investment Counsel Inc. and McLean, Budden Ltd. Information on portfolio valuations, Mr. Lawless said, is received and monitored on a monthly basis.

11. Report of the Rector

The Rector announced that on 24 March 1994 the University would be tabling, through MP Warren Allmand, its gun control petition in the House of Commons. It was hoped, he said, that a delegation of supporters from the University would be ferried to Parliament Hill on a Concordia Bus. Dr. Kenniff said the Prime Minister's Office had been extremely supportive to date.

Dr. Kenniff also informed the Board that the National Assembly's special commission to examine the impact of Bill 198 on universities' staffing would hear representations from Concordia on 30 March 1994. As required, Concordia had submitted a document on the subject on 30 September 1993.

12. Reports of the Vice-Rectors

12.1 Vice-Rector, Academic

Dr. Sheinin reported that Senate, on 11 March 1994, had approved a document describing the development of a five-year rolling budget for the academic sector, in conjunction with other University units. This culminated a two-year process designed to enhance the process of strategic academic planning, she explained; the document would soon be presented to the Board for approval.

12.2 Vice-Rector, Services

Dr. Bertrand reported on the achievements of certain athletic teams, resulting in the enthusiastic adoption of the following motions:

Upon motions duly moved and seconded (Howlett, Donaldson), it was unanimously RESOLVED:

- R94-31 THAT the Board of Governors congratulate the Concordia women's Stingers hockey team, and its coach Mr. Les Laughton, on a tremendous season which won the team yet another league championship.

R94-32 THAT the Board of Governors congratulate the Concordia men's Stingers basketball team, head coach Mr. John Dore and assistant coach Mr. Harvey Liverman, on their fifth consecutive provincial championship, and extend its enthusiastic support to the team during the upcoming National Championship games in Halifax.

R94-33 THAT the Board of Governors congratulate the Concordia women's Stingers basketball team, and its coach Mr. Mike Hickey, on an outstanding season which won the team a provincial championship.

12.3 Vice-Rector, Institutional Relations and Finance

Dr. Cohen said he had nothing to report.

13. Correspondence

There was no correspondence.

14. Any other business

The Chairman invited Chancellor Eric Molson to say a few words. Concurring with Mr. Groome's view that the Joint meeting of 18 February 1994 had been extremely positive, Mr. Molson said he was very pleased to learn that strategic planning was becoming an acceptable practice at Concordia. He thanked everyone for the wisdom and support they had extended to him in his first few months as Chancellor.

Sister McIlwaine told the Board about the annual Bell Montréal Regional Science Fair, hosted by Marianopolis College on 13, 14 and 15 March 1994, which showcased the accomplishments of science students attending Montréal's English-language secondary schools. She acknowledged the encouragement, time and financial support provided by members of Concordia's Faculty of Engineering and Computer Science and the Psychology Department of the Faculty of Arts and Science.

Mr. Laughlin urged the Governors to attend a musical cabaret at the Centaur Theatre on 17 May 1994, sponsored by the Concordia Alumni Association. Proceeds from ticket sales would be donated to the Annual Giving Campaign.

15. Date of next meeting

The next regular meeting of the Board will be held on Wednesday, 20 April 1994, at the Sir George Williams Campus at 8:00 a.m.

16. Adjournment

The meeting of the Open Session adjourned at 9:37 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors